

RING file

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P.O. Box 2604
Washington, D.C. 20013MHQ-6127
13 November 1986

MEMORANDUM FOR: Bureau Chiefs

THROUGH: Acting Chief, Operations Group *AB*

FROM:

Chief, Daily Reporting Division

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SUBJECT: Editorial Quality

REFERENCE: C/Ops memo dtd 11 Aug 86, same subject (MHQ-6099)

1. The 11 August memorandum from Chief, Operations Group, discusses his goal of improving editorial quality and notes a number of steps being taken to that end. I would like at this time to expand on two of the issues he raised, quality control and training/career development.

2. By now, I'm certain most of you have noticed a rather dramatic increase in the quantity and quality of feedback from the Daily Report. This is one result of a developing quality control program instituted by Managing Editor . Many of you have responded, and I believe we have the beginnings of the constructive dialogue that is so essential to any meaningful attempt to improve our product. We intend to make every effort to nurture this process from this end, and we look forward to your active participation.

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3. As C/Ops noted, disagreements are a natural part of any quality control program. We cannot expect unanimous agreement on each and every aspect of editorial style, format and operations. In fact, given the considerable difference in perspective between the field and Headquarters, discussion is not only expected, it is essential to the formulation of proper policy on these matters. As with any discussion, however, there must be a final arbiter responsible for assimilating all points of view and setting policy. In matters of editorial style, format and procedure, this final arbiter is the Managing Editor, acting with the full authority of C/DRD and C/Ops Group.

4. Largely because they spend a good portion of their career overseas, it always has been and probably always will be extremely difficult to bring any real order and direction to training and career development for Ops personnel. I am confident, however, that the addition of a Training/Career Development Officer to the DRD staff is a giant step in the right direction. the first incumbent, has hit the ground running, and we are already seeing positive results.

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5. To give you some idea of what we hope to accomplish with the addition of this position, I'll list a few of the responsibilities. The TO/DRD will continue to develop, maintain and conduct training courses for new editors, for editors departing on editorial TDY and for new editors departing on PCS assignment. He also will be responsible for any remedial training required. He will maintain "training profiles" for all DRD personnel GS-13 and below (those on overseas assignment and on rotation in other components as well as those in the DR and Wire) and will make every effort to insure that everyone receives appropriate training as requested or required. He will seek out and evaluate new training opportunities and will be available to counsel DRD personnel on training and career development. He will develop in-house informational and job-enhancement programs for DRD personnel. He will advise C/DRD on assignments and will sit on the evaluation panels for editors GS-11 and below.

6. In sum, while the TO/DRD will NOT plan each editor's career (that is and always has been the responsibility of the individual), he WILL bring a modicum of order and direction to training and career development in the DRD and insure that everyone at least has the opportunity to receive meaningful training and that the limited available training opportunities are used most effectively. Don has a monstrous task before him, but is making excellent headway. I certainly encourage all field editors to write him or me directly if you have any questions regarding training or career development.

7. I welcome any comments or suggestions you might have regarding the above.



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